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18 NOV 1966

MEMORANDUM FOR: Deputy Director for Support

FROM : Support Planning Team

SUBJECT : Considerations Developed as Result of TDI Visit to Vietnam Station

1. Pursuant to our discussions on 7 November, the Planning Team has prepared and presents in succeeding paragraphs a number of considerations arrived at during our recent visit to the Vietnam Station.

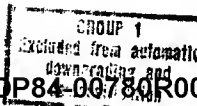
a. General Comment: The [ ] is one of large magnitude which will cost approximately [ ] million dollars in Fiscal Year 1967 and will increase in scope and cost in succeeding years under the present concept. Very few of the Agency personnel involved in this operation have had previous experience in an operation of this magnitude. The continued expansion of the program has required a rapid increase of personnel at the station, many of whom were hastily recruited, trained, and dispatched to the field. These factors naturally contribute to something less than optimum conditions of effective direction and management. If the contents of our specific considerations imply criticism of individual personnel, it is not so intended. Rather, these considerations are meant to reflect situations which are the results of the overall impact of the [ ]. In our observations the station personnel are highly dedicated and are working long hours to accomplish the job.

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b. Operational Planning: There is an obvious requirement that the operational aspects of the [ ] should be planned in depth and as far as possible into the future. There is little evidence this has been done. Too often decisions have been made on a day-to-day basis without realization or assessment of the overall impact on operations or support requirements and capabilities. None of the operational personnel at the station have time to give adequate attention to planning and programming. We believe that assignment of full-time, highly qualified operational planners to the station is worthy of consideration.

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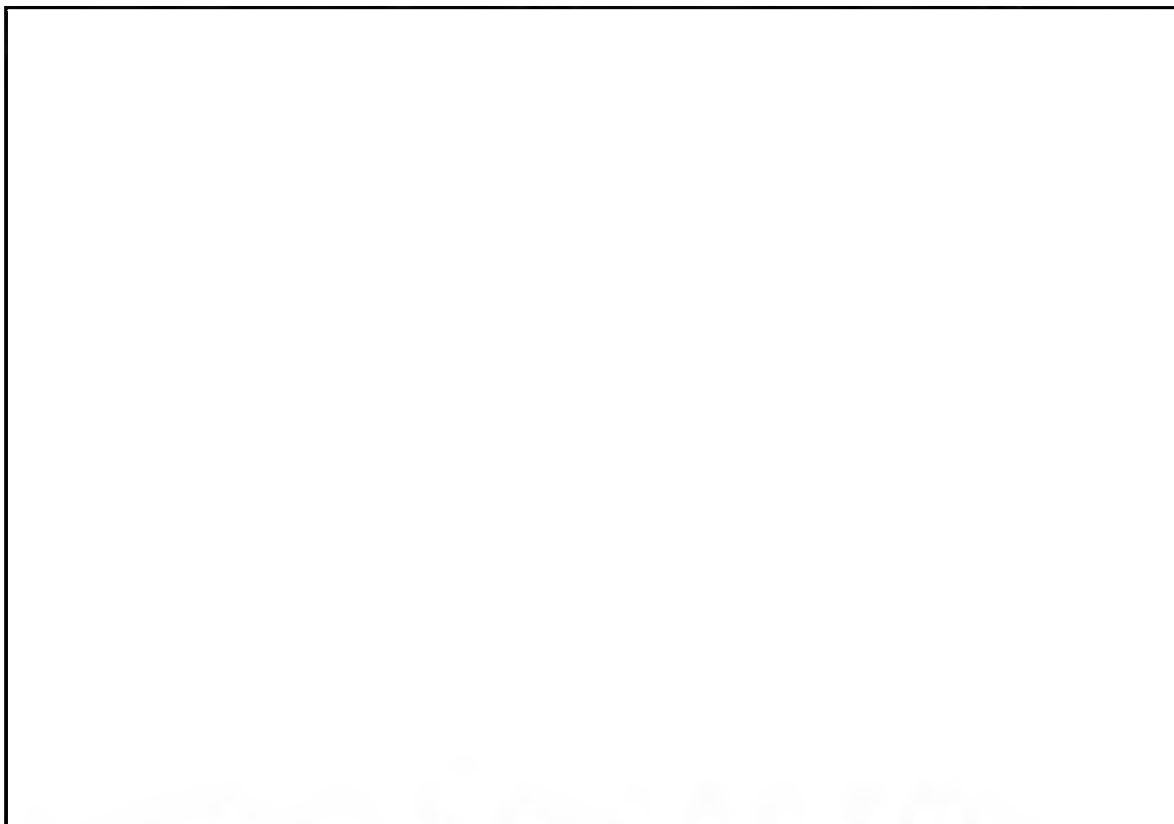
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Vietnam Station**

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2. In general, these considerations and problem areas are known to and were discussed with station management, in particular, the Chief of Support. We believe the station is making substantial progress in improving management control and effectiveness in these areas.

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Senior Member  
Support Planning Team

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